Strategic Workforce Plan (SWP) 2016-2021 HR Action Plan and the New HR Competency Model: Leaning Forward

**Jonathan Perez,
Acting Chief
HR Functional Community and Accountability Division, HR
Strategic Programs and Advisory Services**

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➢ The world has always been about change: Section 1108, of PL 111-84, of the NDAA for FY2010 mandates a bi-annual assessment of skill and personnel gaps.

➢ We will discuss the action plan submitted for the 2016-2021 version of the SWP and describe the new 0201 competency model and the results of the DCAT II administration.

Office of the Secretary of Defense FCMs (OFCMs) drive strategic human capital planning (SHCP) based on visibility over the Department's strategic direction, insight into mission and workforce requirements across occupations in the functional community, analysis of workforce management issues and demographics, and input from Component FCMs (CFCMs).

OFCMs lead and monitor the integration of competency-based SHCP into the full spectrum of employee lifecycle management within the functional communities, and in so doing, shall confer with the OSD SHCP Office, leadership, manpower and financial advisors, CFCMs, and HR consultants. OFCMs, among other duties, will:

a. Lead development of functional community strategic workforce plans according to statutory and DoD planning requirements, including results of the items below.

b. Analyze current and projected mission requirements including expeditionary requirements, environmental influences, attrition and retirement trends, and workload forecasts to identify current and future community manpower requirements.

c. Conduct inventory analysis of the workforce in the community against projected manpower needs to identify workforce gaps.

- Section 115b of Title 10, U.S. Code (U.S.C.) states that the Secretary of Defense shall submit to the congressional defense committees in every even numbered year a strategic workforce plan to shape and improve the civilian workforce.

- The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) shall have overall responsibility for developing and implementing the strategic workforce plan, in consultation with the Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)). Fundamental to this effort is the policy established in Department of Defense Instruction (DODI) 1400.25, Volume 250, DoD Civilian Personnel Management System: Civilian Strategic Human Capital Planning, November 2008, updated 2016.

- Executive leadership in the appointed roles of the Office of the Secretary of Defense (OSD) Functional Community Managers (OFCMs) and Component Integrators (CIs) are responsible for the implementation of the Department's strategic workforce planning process and strategies required to close skill and competency gaps to ensure workforce readiness.

➤ At the **Strategic level**, the Office of the Secretary of Defense (OSD)'s Civilian Personnel Policy (CPP):
  • Report to Congress and other Stakeholders.
  • Provide an enterprise view.
  • Cross-feed information and strategies.
  • Drive the Strategic Human Capital Planning Process.
  • Share best practices.

➤ At the **Operational level**, the OSD Functional Communities:
  • Aggregate and analyze workforce data.
  • Develop and implement integrated recruitment, compensation, development and retention strategies for the Community.
  • Create a foundation for resource allocation and other decisions.

➤ At the **Business level**, the Component Functional Communities and Integrators:
  • Gather Community data for the Component.
  • Provide Component analysis and recommendations.
  • Develop, implement and refine strategies.
  • Provide feedback on effectiveness for further refinement.
  • Develop Component Strategic Human Capital Management (SHCM) reports.

Intro to the DoD HR Functional Community: from the 2016-2021 SWP Report

OSD Lead	Functional Community	Summary	Details
USD(P&R)	Education	This FC consists of personnel in early childhood education (birth to age 12), childhood education (pre-K thru Grade 12), and adult education and professional development (civilian and military) including the technicians who support these programs.	• 4.74% of workforce • 10 Occupations • No MCOs • 6 WPOs: General Education and Training, 1701; Education and Training Technician, 1702; Education and Vocational training, 1710; Training Instruction, 1712; Education Services, 1740; Instrumental Systems, 1750
	Human Resources	This FC provides traditional human resources (HR) services in the areas of recruitment and placement, classification, employee benefits, human resources development, employee relations, labor relations, and HR information systems to both the civilian and military workforce.	• 3.16% of workforce • 6 Occupations • 1 MCO: Human Resources Management Series, 0201CIV • No WPOs
	Law Enforcement	This FC resides in a diversified organizational structure consisting of the four Military Services and five major Defense Agencies. Within the Department, criminal investigators are part of an integrated military/civilian force employed for law enforcement purposes.	• 2.19% of workforce • 11 Occupations • 2 MCOs: Criminal Investigating Series, 1811; Police, 0083 • No WPOs
	Manpower	This FC assesses processes, procedures, and workload distribution; designs organizational structures in support of business process engineering; validates workload and determines manpower requirements; and tracks, reports, and documents manpower numbers.	• No occupational series assigned

The DoD HR Functional Community: In a Nutshell

The Human Resources workforce is comprised of the following occupational series comprising a total of 22,116 employees and constituting approximately 3.2% of the DoD civilian workforce. Those series indicated by *italics* were added to the HR FC in FY 2015, and the 0201CIV series is an MCO.

- 0201 (CIV* and MIL) – Human Resources Management
- 0203 (CIV and MIL) – Human Resource Assistance
- 0260 – Equal Employment Opportunity
- *0299 – Human Resources Management Student Trainee*
- *0360 – Equal Opportunity Compliance*
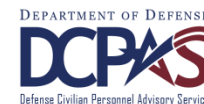- *0361 – Equal Opportunity Assistance*

With the addition of the 0299, 0360, and 0361 series 168 employees were transferred to the HR FC in FY 2015. Among the occupational series in the HR FC, the 0201 (CIV and MIL), 0260, and 0360 series workforces perform HR specialist roles, comprising 95% of the total HR workforce.

The workforces in the remaining series – 0203 (CIV and MIL), 0361, and 0299 provide HR administrative services, and comprise 5% of the total HR workforce.
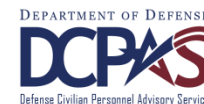
The DoD HR Functional Community: Demographics

- Half of the HR workforce (50.3%) is in the Department of the Army, the remaining half is divided across the Department of the Air Force (18.4%), the Department of the Navy (22.3%) and the Fourth Estate Agencies (9.0%).

- The majority of the employees are in GS 9-12 positions, at 43.9% of the population. Of the remaining, 33.5% are in GS 1-8 positions, and 22.6% are in Grades 13-15.

- Among the workforce, 38.7% have at least a Bachelor's Degree, and 13.0% have a Master's Degree or higher. Education level data is self-reported by employees and must be updated as education is completed.

- The average age is 46.7 years, and age is distributed in increments of 10 years as follows: Under 30 (8%); 30-49 (20%); 40-49 (27%); 50-59 (35%); 60 and over (10%).

Recruitment: The FY 2010-2015 period began with significant declines in staffing gains which continued through FY 2014. The HR FC experienced 53% fewer gains in FY 2013 than in FY 2010. The steady downward trend was reversed in FY 2014, with a 19% increase in gains between FY 2013 and FY 2014, which continued to improve into Q2 FY 2015. Between FY 2010 and FY 2014, appointment sources shifted, with new hire actions decreasing from 66.3% of all sources to 60.4%; transfers increased from 13.6% to 18.3%; prior federal service hires increased slightly from 20.1% to 21.3%.

Retention: Based on the population in place on 31 March 2015, approximately 11.6% of the HR workforce is eligible to retire. An additional 3.2% will be eligible by Q2 FY 2016, and another 13.4% will become eligible FY 2017-2021. Between FY 2010-2014, the HR FC worked an average of slightly over 3.5 years past their retirement eligibility date. During this time period, the highest percentage of losses was from resignations, at 25% of all losses, however retirement and transfer (out) loss rates are similar to those of resignations, each at 22% of all losses. An additional 30% of losses fall into a miscellaneous category and include causes such as disability and termination.

The DoD HR workforce, like that of most FCs, will lose institutional knowledge and expertise as nearly one-third of the current population either is, or will be, eligible to retire within the next five years. While generally a concern for DoD and the HR FC, impending retirements will be a talent management challenge especially for the O201CIV series, whose members will be key to the successful execution of the strategic management initiatives discussed above.

Those in GS-13-15 positions will be in leading roles for the major initiatives, and will be pivotal in supporting leadership as the initiatives are implemented. However, during the life of this plan, based on retirement eligibility, the GS 13-15 0201CIV workforce segment is projected to have the highest retirement rates in the series.

While highlighting this concern with respect to the 0201CIV population, the HR FC recognizes the necessity to train and develop journey-level HR employees across the HR FC to prepare for future senior level skills and competency requirements.

Table 2: Human Resources Management, 0201CIV DCAT Data Output

Competency	Current Proficiency	Deficit Gap	Criticality Index	Future Index
Compensation Management	3.32	-0.3	5.4	73%
Staffing and Recruiting	3.45	-0.3	5.3	70%
Position Classification	3.03	-0.3	4.6	55%
HR Information Systems Application	3.51	-0.3	6.0	81%
Strategic Workforce Planning	2.77	-0.3	3.6	53%
Performance Management	3.23	-0.2	3.8	52%
Labor Relations	2.89	-0.2	2.8	38%
Benefits and Work Life Programs	3.19	-0.2	3.6	55%
Employee Relations	3.11	-0.2	4.0	54%
Workforce Development	2.98	-0.2	2.7	43%

Based on the results of the FY 2015 competency assessment, the average deficit gaps are well below the threshold at which competency gap closure is required. While not targeting the closure of specific competency gaps based on assessment results, the HR FC has developed an action plan for integrating competencies into the HR employee lifecycle. The objective of doing so is to align human capital processes to the competencies.

- These initiatives support: MCO 0201 CIV
- Implement the HR Competency Model into the HR Employee Lifecycle
- Segmented into five sub initiatives
- The Working Group finalized 5 new initiatives for the upcoming plan.
    a) Create Development Plans/Career mapping tied to HR Competencies.
    b) Use HR Analytics to Promote Data-Driven Decisions.
    c) Tie Competencies to Position Description /Assessment Questions
    d) Implement DoD CHCO Award Program
    e) Use Standardized Titling to Track/Monitor Retention and Separations
- POCs/back-up POCs support each segment

Training and Development #1

- ➢ Create Training/Development Plans and Career Mapping to support HR Competencies
  - – Who (Sub-strategy Owner): Department of the Army (DOA/Army) POC **Jeff Lind**
  - – Co-lead re Career Mapping: Department of the Navy (DON/Navy)
  - – POC **Mary Glotfelty**
- ➢ What: Create/re-furbish templates (Training, Development, Career Mapping) using new 0201 (CIV) competency model
  - – How: Ensure new 0201 (CIV) Competencies are tied to existing templates to create uniform models for enterprise-wide use/implementation
- ➢ Why: Ensure standardization/uniformity, reduce replication of effort, maximize efficiency and cost effectiveness
- ➢ Progress Tracking Methodology: Quarterly reporting, monthly updates:
  - – Metrics to Assess Success: 0201 (CIV) competencies aligned to HR parenthetical-centric Career Maps
  - – Target completion period: Mid-Late FY16/early FY17

Recruitment #2

- ➢ Incorporate HR Competency Model into Position Descriptions (PDs) and Assessment Questions (AQs)
  - – Who (Sub-strategy Owner): DON/Navy   POC **Mary Glotfelty**
  - – Co-lead re questionnaires, etc.: DOA/Army POC **Rob McIlwaine**
- ➢ What: Ensure PDs and AQs are tied to new 0201 (CIV) competency model
  - – How: Ensure new 0201 (CIV) Competencies are tied to existing templates to create uniform models for enterprise-wide use/implementation
- ➢ Why: Ensure standardization/uniformity, reduce replication of effort, maximize efficiency and cost effectiveness
- ➢ Progress Tracking Methodology: Quarterly reporting, monthly updates:
  - – Metrics to Assess Success: Use CHCO survey; qualify of hire between 60-180 days
  - – Target completion period: Late FY17

Rewards and Recognition #3

➢ Implement DoD CHCO Award Program

➢ Who: (Sub-strategy Owner): Defense Civilian Personnel Advisory Service (DCPAS) POC **Jonathan Perez**

➢ What: Implement DoD-wide award recognizing excellence/innovation in HR

➢ How: Draft guidance, etc., submit for review, incorporate input/direction, and publish Department of Defense Instruction (DoDI) to effectuate enterprise-wide award program

➢ Why: Recognize excellence in HR across the enterprise, identify innovation/best practices for possible DoD-wide implementation
- increase standardization, efficiency, and cost effectiveness

➢ Progress Tracking Methodology: Quarterly reporting, monthly updates:
- Metrics to Assess Success: Successful review, approval, formal publication of DoDI, and implementation of program
- Target completion period: late FY16/early FY17

Retention and Separation #4

➢ Using Standardize Titling Process to Track and Monitor Retention and Separation Rates

➢ Who: (Sub-strategy Owner): Department of the Air Force POC **Sharon Gunselman**

➢ Who: (Sub-strategy Owner): DCPAS POC **Deborah Ray**

➢ What: Create recurring, data-based report tracking Retention/Separation rates to include Component-centric information and recommendations

➢ How: FY16 Pull Quarterly Data; FY18 Develop enterprise-wide metric, create data-based solutions/recommendations for the consideration of leadership

➢ Why: Effectively utilize available data to create a coherent, consistent, and coordinated strategic response to Retention/Separation data

➢ Progress Tracking Methodology: Quarterly reporting, monthly updates

   – Metrics to Assess Success: FY16 - Pull Quarterly Data; FY18 – Create Model DoD-wide Exit survey

   – Target completion period: Late FY18

- ➢ Increase Usage of HR Analytics to Promote Data-Driven Decisions
- ➢ Who: (Owner): DCPAS POC **Ana Edmondson**
- ➢ What: Optimize connection between Analytics and the Business Process (BP)
- ➢ How: Examine data sources, review Component processes, identify best practices and redundancies
- ➢ Why: Analytics not well connected to BP, analytics non-standardized: improvement leads to better cost-effectiveness/most efficient use of resources
- ➢ Progress Tracking Methodology: Quarterly reporting, monthly updates:
  - – Metrics to Assess Success: FY18 7-10% of enterprise using improved, standardized metrics; increase to 30% by FY20
  - – Target completion period: FY20

Communication Plan #6

- ➤ Associated Communication Plan
- ➤ Who: (Owner): DCPAS/HR Functional Community POC **Jonathan Perez**
- ➤ What: Creation of Strategy-related Communications Plan, coordinate deliverables, conduct progress monitoring and reporting
- ➤ How: Task Sub-Strategy owners with Quarterly reporting and monthly updates
  - – consolidate input to meet reporting requirements/document progress/provide updates to leadership
- ➤ Why: Project Management principles/reporting requirements are necessary to ensure/document progress
- ➤ Progress Tracking Methodology: Quarterly reporting, monthly updates:
  - – Metrics to Assess Success: Regular, recurring reporting satisfactory to the Leadership
  - – Target completion period: 3rd Q FY16 - onward

The demand for HR capabilities and expertise is rising due to a variety of factors involving external events and influences. For example, the 2015 incidents involving the breach of personnel data records resulted in downstream effects on hiring processes and staffing due to security clearance delays.

Legislation, executive orders, policy memos and guidance increase the demand for HR policy development and implementation support, including the training of HR professionals and managers. Recent examples include the Wounded Warriors Federal Leave Act of 2015, the 2015 Executive Order on Strengthening the Senior Executive Service, and 2015 Equal Employment Opportunity Commission (EEOC) directive changes to MD 110, Federal Sector Complaint Processing. The 2017 change of Administration in the executive branch will also likely drive changes in priorities that typically drive new federal workforce and DoD human capital management requirements.

While highlighting this concern with respect to the 0201CIV population, the HR FC recognizes the necessity to train and develop journey-level HR employees across the HR FC to prepare for future senior level skills and competency requirements.